



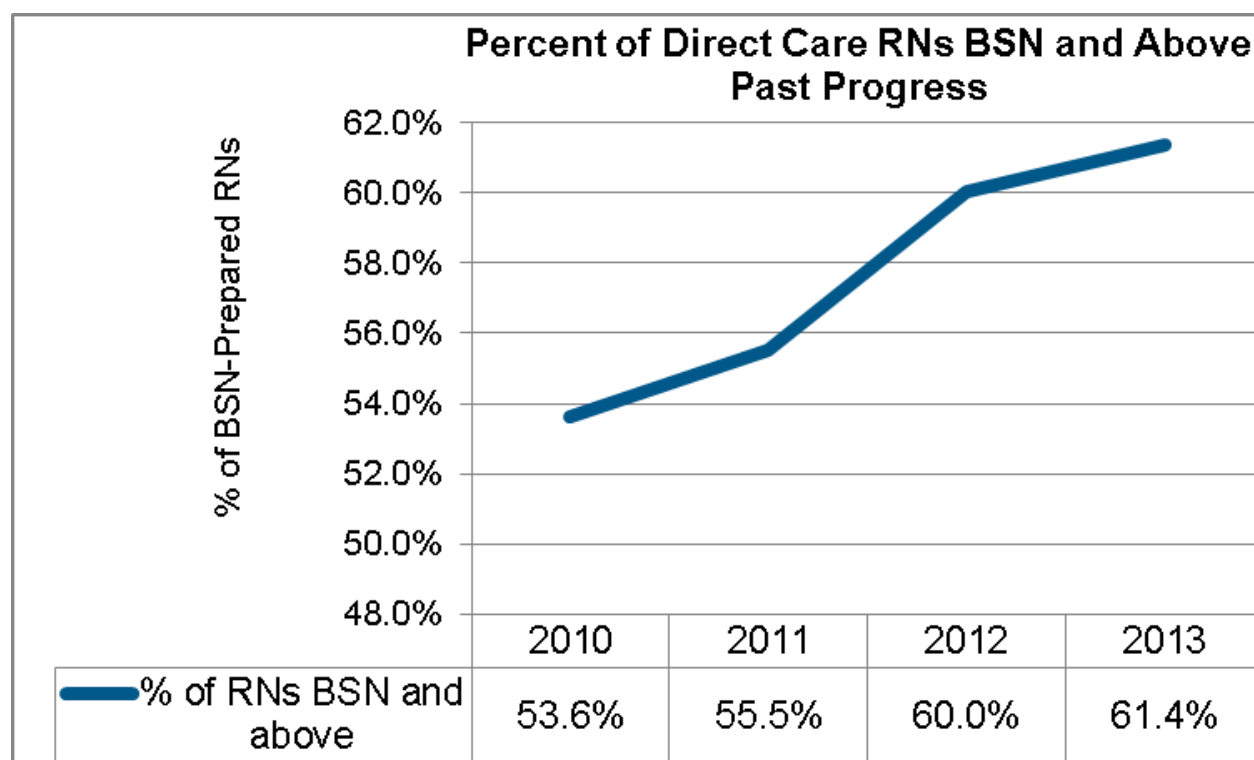
007 – An action plan that includes a target and demonstrated evidence of progress toward 80% of registered nurses obtaining a baccalaureate or graduate degree in nursing by 2020. Include an assessment of the current status; an evaluation of methods and strategies to increase the educational level of the workforce; and an appraisal of established, realistic targets to meet the organization’s strategy to increase the number of RNs with a degree in Nursing (BSN or graduate).

Action Plan Target:

80% of registered nurses will have at least a BSN by 2020.

Assessment of Current Status:

007 Figure 1. Current Status Assessment: Progress Toward 80% BSN by 2020



Evaluation of Methods and Strategies:

Progress toward 80% of the UVA nursing workforce having a BSN by 2020 is a goal articulated in the 2013-2016 Nursing Strategic Plan and evaluated using the strategic plan dashboard on a quarterly or annual basis (as relevant). The elements of the dashboard that are relevant to this goal are explained below. There are two bodies that monitor and evaluate progress on the 80% BSN+ goal:



- Professional Nursing Staff Organization Cabinet
- Nursing Recruitment and Retention Committee, co-led by Chief Nursing Officer and Chief Human Resources Officer. This committee reviews nursing workforce data and works in partnership with the PNSO Cabinet to implement strategies to recruit and retain nursing talent.

Method/Strategy: New Graduate Hiring

- Targeted hiring of BSN graduates into Nurse Residency Program
- Diploma graduates are not eligible for Clinician I positions
- Contractual agreement with ADN hires: Enroll in accredited BSN program within one year of hire and complete BSN within five years ([Exhibit OO7.a: PCS Policy A17, Educational Requirements for RNs](#))
- EVALUATION: (Quarterly) Review of BSN+ and non-BSN new graduates hired within the quarter

Method/Strategy: Experienced Nurse Hiring

- Preferential BSN hiring
- Diploma or ADN hires: 2013 policy established that non-BSN hires must enroll in accredited BSN program within one year of hire and complete BSN within five years, per contractual agreement ([Exhibit OO7.a](#))
- In 2014, concerted efforts were arranged by CNO and Chief HR Officer: “The Power of One” referral program was one aspect of the recruitment “Experienced Nurse Hiring Campaign” ([Exhibit OO7.b: Week 23-2014 Progress Report on Experienced Nurse Hiring Campaign](#))
- EVALUATION: (Quarterly) Review of experienced BSN+ and non-BSN experienced nurses hired within the quarter

Method/Strategy: Actively Encourage and Support Nurses with Diplomas or Associate Degrees to Obtain BSN or Higher Degree(s) in Nursing

- Tuition support, as described in HR Policy 301 (^{XREF}[Exhibit OO5.a](#))
- Nursing scholarship opportunities (^{XREF}[Exhibit OO5.b](#)): \$42,000 dedicated annually toward this activity. This supplements the routine educational assistance outlined in HR Policy 301.
- Annual education events sponsored by the PNSO Professional Development Committee provide opportunities to interact with local schools of nursing representatives, nurses who have gone back to school and HR representatives, who can explain tuition reimbursement and answer other benefit- and employment-



related questions. These events also include information about recommended online degree programs.

- Annual conversation with manager during performance evaluation process to review personal development plan. Managers support flexible unit scheduling in collaboration with nurses in these programs to facilitate the integration of work and school requirements.
- Unit celebration of educational achievements and organizational recognition at annual PNSO awards ceremony
- EVALUATION:
 - Annual expenditures for tuition reimbursement
 - Annual nursing scholarship funds awarded
 - Annual review of nurses earning BSN

Method/Strategy: Incentives for Achieving BSN

- Our career ladder requires any Clinician 3 candidate for advancement to Clinician 4 to hold a BSN degree. As of April 1, 2015, candidates must have earned a BSN if applying to advance to Clinician III level (^{XREF}Exhibit 004.h, Career Ladder Handbook, specifically the last line of page 3).
- Prospective candidates for PNSO President must have BSN or higher – approved by PNSO membership in October 2013 (^{XREF}Exhibit 004.e, specifically Article IV, Section 3.2.b.)



Appraisal of Established, Realistic Targets:

007 Figure 2. Appraisal of established, realistic targets: BSN+ by 2020

